

COUNCIL AGENDA



CONSOLIDATED AS OF SEPTEMBER 18, 2015

Council Chambers, City Hall, 1 Carden Street

DATE **Wednesday, September 23, 2015 – 6:00 p.m.**

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

Disclosure of Pecuniary Interest and General Nature Thereof

Council Shared Agenda Workshop

(presentation and additional materials)

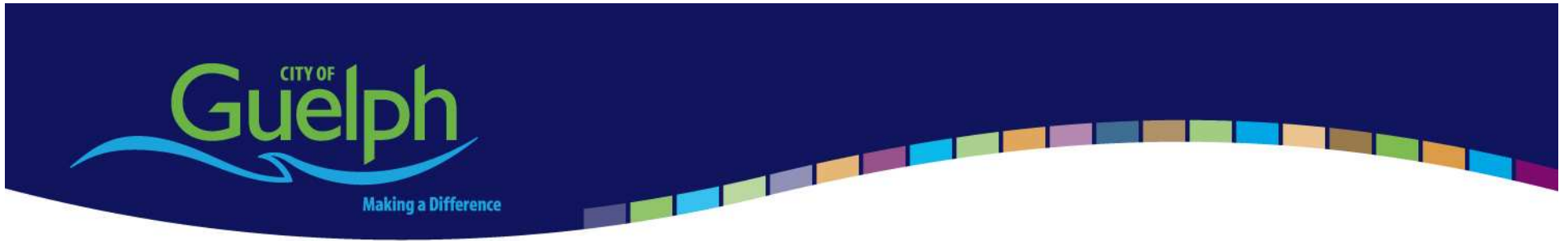
Ann Pappert, Chief Administrative Officer
Mark Amorosi, Deputy CAO, Corporate Services
Derrick Thomson, Deputy CAO, Public Services (acting Deputy CAO,
Infrastructure, Development and Enterprise)

ITEM #	DESCRIPTION
1	Agenda and overview
2	Review of revised Council shared agenda workplans
3	Review of budget workshop results
4	Response to outstanding motion re: prioritization exercise
5	Recommendation

Recommendation:

That the final Council Term Shared Agenda Workplans be approved.

ADJOURNMENT



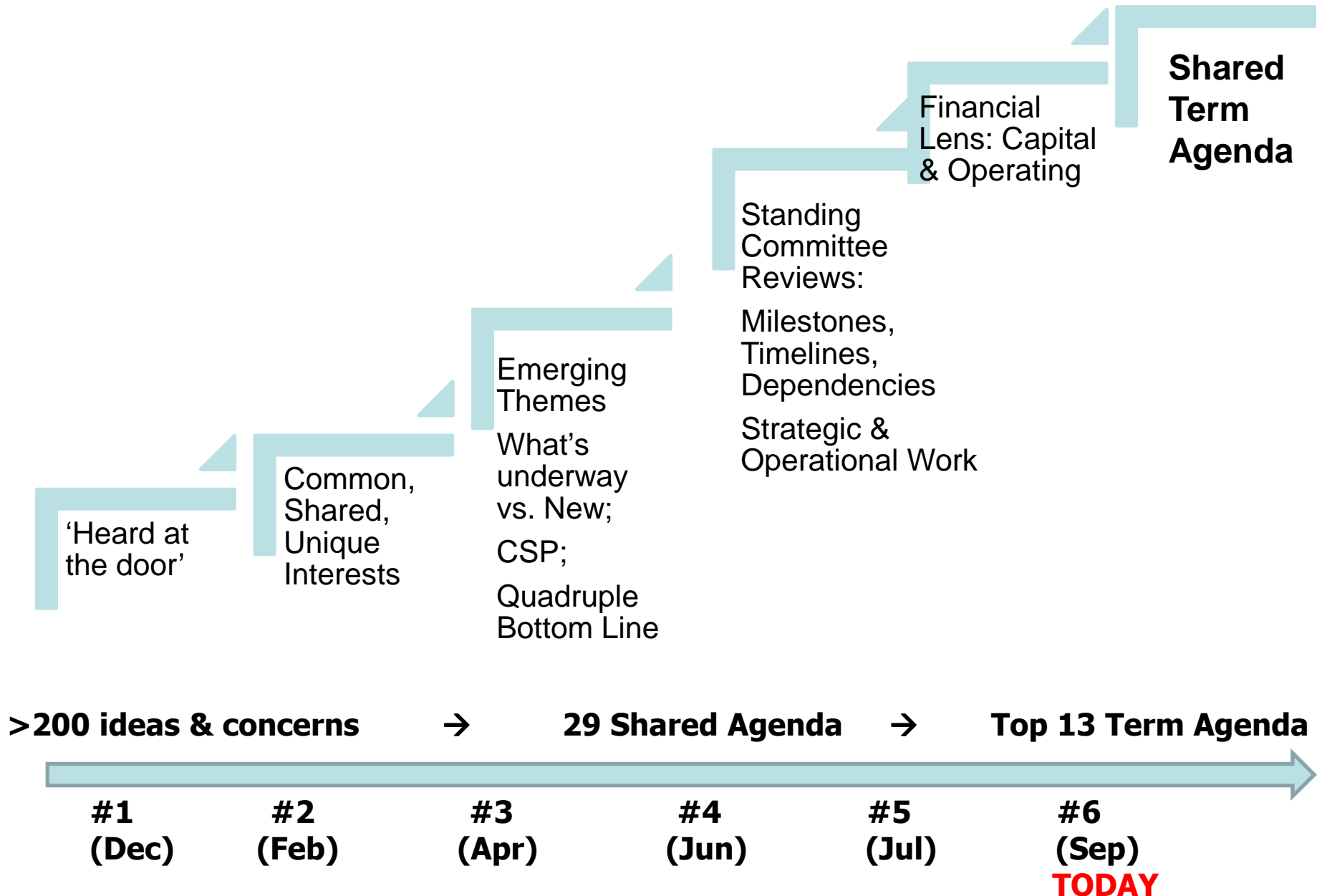
Council Shared Agenda Final Workshop (September 23, 2015)

Agenda

ITEM #	DESCRIPTION
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1	Agenda and overview
2	Review of revised Council shared agenda workplans
3	Review of budget workshop results
4	Response to outstanding motion re: prioritization exercise
5	Recommendation

Council Shared Agenda Process



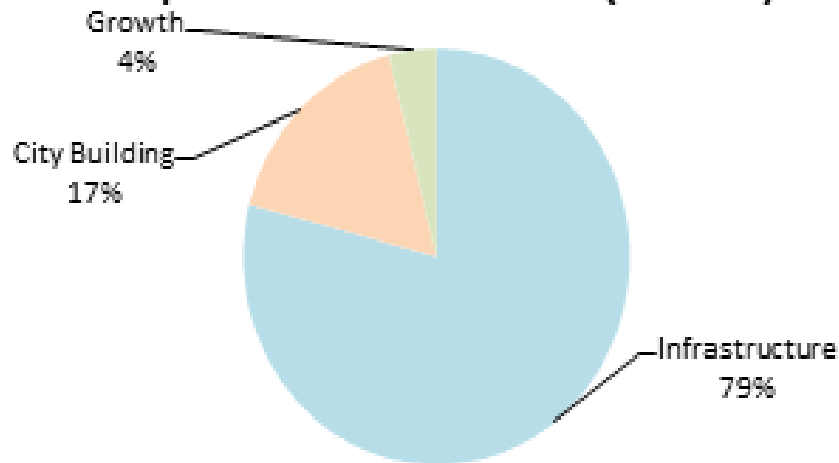
CSA Work Plan Adjustments

- Shared Agenda work plans finalized taking into consideration:
 - Standing Committee's input
 - Council's input from budget workshop
 - Other variables and dependencies
 - Staff capacity
- Questions of clarification?
(See Standing Committee CSA Workplans & Attachment 1: Summary of Workplan Revisions)

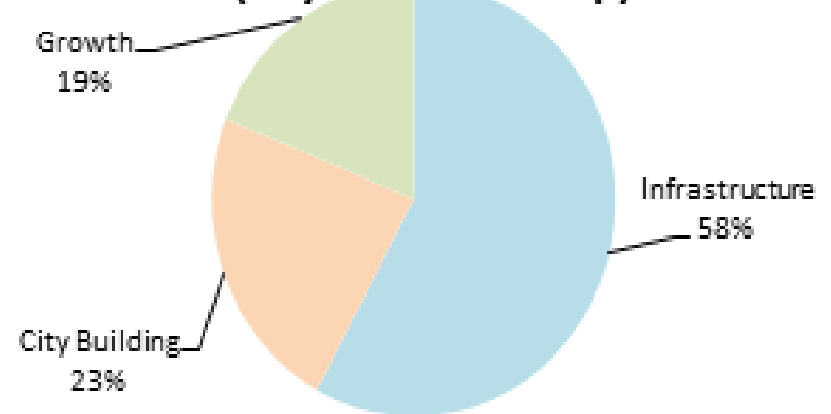
Budget Workshop Results

- Capital Funding % Allocation

Current % Allocation of City Controlled Capital Dollars 2016-2018 (current)



Council % Allocation of City Controlled Capital Dollars (July 28th workshop)



Top Voted CSA Programs

All CSA programs

Funding Sources	CSA Programs	Votes	Rank
CAPITAL: Infrastructure	Infrastructure	13	2
	Brownfield Redevelopment (IMICO)	3	
CAPITAL: City Building	Downtown Improvements & Library	7	5
	Tree Canopy	6	6
	Urban Design Guidelines	5	
	Affordable Housing	4	
CAPITAL: Growth	Downtown Parking	11	3
	Trails and Connectivity	8	4
	East End	8	4
	Transit Improvements	7	5
	Clair-Maltby Secondary Plan	5	
	South End Rec Centre	5	
	Transportation & Traffic	2	
OPERATING:	Value for Money Audit / Service Reviews	15	1
	GMHI	8	4
	Dolime Quarry	7	5
	Effective Team Leadership	6	6
	Programs for Youth	6	6
	Support for Seniors	6	6
	Culture Strategy	5	
	Electoral Review and Reform	4	
	Quality Services and Customer Services	3	
	Business Retention and Expansion	2	
	Enhance Local Government	2	
	Balanced Development	0	
	Business Performance Framework (IOR + BO/PMO)	0	
	Taxation and Budget	0	

Top Voted CSA Programs

Overall Ranking List of Top 13 programs

Rank	# of Votes	Program #	CSA Programs
1	15	1	Value for Money Audit / Service Reviews
2	13	2	Infrastructure
3	11	3	Downtown Parking
4	8	4	Trails and Connectivity
		5	East End
		6	GMHI
5	7	7	Downtown Improvements & Library
		8	Transit Improvements
		9	Dolime Quarry
6	6	10	Tree Canopy
		11	Effective Team Leadership
		12	Programs for Youth
		13	Support for Seniors

Capital - Infrastructure	Capital - City Building	Capital - Growth	Operating
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CSA Implementation

- Full commitment from administration to achieve CSA milestones (pending budget approvals) and bring forward items for council deliberation
- CSA prioritized over other projects where resourcing conflicts exists within Service Areas/Departments
- Staff will ensure CSA priority items identified for consideration in Budget Process
- New conditions or factors impacting CSA delivery to be brought to the respective committees

Proposed Themes

❖ Began process with high level themes (e.g.):

- Intergovernmental issues
- Budget
- Infrastructure
- City Services
- Transit
- Development
- Open/transparent Government
- Community
- Tree Canopy

❖ Given evolution of this work - new themes proposed to better reflect current CSA workplans

Themed CSA Priorities



Next Steps

- Council Shared Agenda and supporting materials made easily accessible through City website
- Budget proposals will indicate CSA items
- Status reporting on CSA progress through Standing Committees
- Staff report on next steps for Strategic Planning – building on Council Shared Agenda (Governance Cmttee - December)

Strategic Planning



Strategic Planning 2016+



Corporate Strategic Plan Framework (2012–16)

VISION

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

MISSION

To build an exceptional City by providing outstanding municipal service and value.

VALUES

Integrity
Excellence
Wellness

STRATEGIC FOCUS AREAS

- 1 Organizational Excellence
- 2 Innovation in Local Government
- 3 City Building

STRATEGIC DIRECTIONS

- | | | |
|--|--|--|
| 1.1 Engage employees through excellence in leadership. | 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability. | 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City. |
| 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions. | 2.2 Deliver public services better. | 3.2 Be economically viable, resilient, diverse and attractive for business. |
| 1.3 Build robust systems, structures and frameworks aligned to strategy. | 2.3 Ensure accountability, transparency and engagement. | 3.3 Strengthen citizen and stakeholder engagement and communications. |



- *The City that Makes a Difference* (07)
- Corporate Strategic Plan (2012-16)

Opportunity:

- Engage the broader community in a conversation about their needs and aspirations for the future of their city and the significant role the Corporation will play
- Inform refresh of upcoming Plans
- Build on foundation of Council Shared/Term agenda

Recommendations

- That the final Council Term Shared Agenda Workplans be approved.

Discussion

1. Confirm CSA Workplans
2. Confirm Proposed Themes
3. Further Prioritization exercise (optional):
 - Further to motion of Governance Committee (July 27, 2015) - exercise to proceed with any further prioritization Council deems necessary

Attachment 1: Summary of CSA Work plan Revisions

Corporate Services Committee:

CSA	Deliverables	Changes requested by Committee	Work Plan revision points
1. Taxation and Budget	3) Recommended use of a budget guideline for 2016	n/a	Project closed by Council
	7) Service Rationalization	n/a	This deliverable was moved from GOV work plan to CS
2. Infrastructure	2) Financial plan to address storm water funding gap	n/a	Project timelines and financial information updated
	3) Reduce sidewalk discontinuities	Confusion around scope (new vs repair)	Scope has been clarified as New and Repair - deliverables moved to respective work plans (New to IDE and Repair to PS).
	4) Intergovernmental plan to leverage resources for infrastructure investments	Move up the Intergovernmental Advocacy Strategy for Infrastructure by one year	Project timelines updated
3. Quality Services and Customer Service	2) Customer relationship management	n/a	Project timelines and financial information updated

Governance Committee:

CSA	Deliverables	Changes requested by Committee	Work Plan revision points
1. Effective Team Leadership	1) Council Leadership Charter	Fast track the charter development	2-day work shop scheduled for Oct. (day 1 on Oct. 2 and day 2 on Oct. 23).
2. Enhance Local Government	2) Open Government Plan (MyGuelph)	n/a	MyGuelph live and integration timeline clarified
6. Value for Money Audits	1) Service Rationalization	n/a	This deliverable moved to Corp Services work plan under Tax & Budget

Public Services Committee:

CSA	Deliverables	Changes requested by Committee	Work Plan revision points
1. Trails & Connectivity	11)-13) Active Transportation Network, Cycling Master Plan, Transportation Master Plan	n/a	These deliverables moved to IDE
	11) Repair and maintenance of existing sidewalks	n/a	This deliverable moved to this work plan from CS work plan

4. Tree Canopy	1) Urban Forest Management Plan (UFMP)	Question on what percentage of the UFMP budget is linked to the actual planting of trees.	~20%. Amount breakdown provided.
		n/a	Added: "The Urban Forest Management Plan consists of 22 recommendations. The work plan gives a high-view of the next, crucial milestone implementations."
5. Culture Strategy	1) Tourism and Culture Strategy	n/a	Added: Budget Request \$
6. Support for Seniors	Older Adult Strategy	n/a	Financial information updated
7. Programs for Youth	All	n/a	Financial information updated

Infrastructure, Development and Enterprise Services Committee:

CSA	Deliverables	Changes requested by Committee	Work Plan revision points
1. Downtown Parking	2) Wilson Parkade	Council would like to review and approve the final design to ensure it fits with current structure and culture of downtown.	The timing for proposed design (revision from 2009 design) review by Council indicated.
2. "Transportation & Traffic" (changed from "Traffic Flow, Speed Limits & School Zones")	6) Traffic Calming	Add "Traffic Calming" as a separate deliverable item and show capital /operating impacts to fast track this.	<ul style="list-style-type: none"> A new deliverable: 6) Traffic Calming added Cost requirements to fast track timeline provided
	7) -10)	n/a	These deliverables moved from CS and PS work plans to IDE work plan
8. Downtown improvements & Library	Baker Street Development	Separate out Library, St. George, Baker St.	Work plan revised to separate Baker, St. George and New Library with own deliverable timelines.
		Fast track the Business Case development	Business Case has been approved by the former term of Council. What is required is an implementation plan (a deliverable "Downtown Business Plan" added) which will be the focus of 2016 work plan. Expansion packages to support this work submitted.
12. Balanced Development	General	Question whether Park lands, trails, greenbelt expansion fall under this project and whether the Official Plan review is a part of the timeline.	Parklands & trail development is addressed through OP. Greenbelt expansion is not part of this ongoing operational task. A report is provided to the IDE Committee every year in Q2.



CORPORATE SERVICES

FINAL WORK PLAN

CS - Council Shared Agenda (2015-2018) High-level Work Plans (Current Status & Future Milestones)

Updated: Sep 15-2015

Status

Active

Not Started

On Hold

Complete

Not this year

Critical Factor

Cncl Approval

\$ Budget

Staffing

External

Scope



Note for incomplete information or where confirmation is required

Project Closed and in Operation

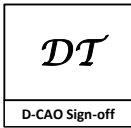
Ongoing Operational Duty (not a project)

Revised Deliverables

CP: Corp Priority RT: Round Table OM: Outstanding Motions

		DELIVERABLES	GM Sign-off	Related Work			RESOURCES				CURRENT				2015			today	2016			2017		2018		Best Case Completion
				CP	RT	OM	Prior approved	Cap 2016+	Ope	Staff assigned?	Status	Stage	Eval	Factor	Q2	Q3	Q4									
1	Taxation and Budget	1) Review and recommendation of zero based budgeting and service based budgeting processes	JS			Yes					TBD	■	I	⚙		Review and analysis of zero based and service based budgeting processes			Report to Council	Planning	Implementation of approved programs/policies by relevant departments		Projects and timelines are unknown as the applicable report is unfinished		TBD	
		2) Council input into 2016 capital budget development	JS			No					TBD	■	E			Preparation of Capital Budget Workshop format and materials	Capital Budget Workshop (July 28)	Incorporate Input into 2016 Budget Process	2016 Budget approval					Q4/2015		
		3) Recommended use of a budget guideline for 2016	JS			Yes	N/A	N/A	N/A	N/A	N/A	■	C	⚙		Review and analysis of Budget Formula City Guideline	Budget formula to Council (Sept.)	Project Closed by Council						N/A		
		4) Pilot project for public input during the budget process	JS / SE	No	Yes	No					Yes	■	E	\$		Procurement of budget simulator software \$	Backend IT work to implement solution	Budget Simulator live for the 2016 Budget Process (August 4)	Debrief following 2016 Budget Approval					Q1/2016		
		5) Innovative solutions to budgeting issues	JS			No					TBD	■	I	⚙		Corporate round table workshops			Analysis of workshop data	Launch of Budget Round Table	On-going identification of issues and solutions On-going implementation of solutions		Projects and timelines are unknown as the applicable report is unfinished		TBD	
		6) Approach to using taxation as a tool for quality of life	JS			No					TBD	■	I	⚙		Review and analysis of options to generate property tax relief for low income seniors and individuals with disabilities			Report to Council	Planning	Implementation of approved programs/policies by relevant departments		Projects and timelines are unknown as the applicable report is unfinished		TBD	
				No							TBD	■	I	⚙		Review and analysis of a multi-year property tax ratio strategy			Report to Council	Planning	Implementation of approved programs/policies by relevant departments		Projects and timelines are unknown as the applicable report is unfinished		TBD	
		7) Service Rationalization	JS			Yes	0	0		\$750K	TBD	■	I	⚙			Report to Council (Sep)	2016 Budget approval (Q4)	RFP (Q1)	Commence Service Rationalization Reviews (Q2/16 - Q2/17)	Report to Council (Q3)	Budget (Q4)	TBD (dependent on report content & Council direction)		TBD	
2	Infrastructure	1) Financial plan to address the linear infrastructure gap	KD			Yes					TBD	■	I	⚙		Linear infrastructure gap analysis			Linear infrastructure gap analysis to council	On-going planning On-going implementation of approved programs/policies On-going development of financial plan to address the gap		Projects and timelines are unknown as the applicable report is unfinished		TBD		
		2) Financial plan to address storm water funding gap (IDE)	KD			Yes	\$200K	\$250K			TBD	■	I	⚙ \$	Stakeholder advisory group and community engagement				Report to Council \$	Planning	Implementation of approved programs/policies	Projects and timelines are unknown as the applicable report is unfinished		TBD		
		3) Asset management policy strategy and framework (IDE)	KD	No	No	No		\$150K			TBD	■	I	\$	Application to FCM for Leadership in Asset Management Program			Response from FCM	Council approval \$	Implementation of phase 1 (asset management policy and framework)		Implementation of Phase 2 (service frameworks)		TBD		
		4) Intergovernmental plan to leverage resources for infrastructure investments	CK			No					Yes	■	I	⚙	Intergovernmental advocacy strategy for infrastructure				Planning	Implementation of approved programs/policies		Projects and timelines are unknown as the applicable report is unfinished		TBD		
3	Quality Services & Customer Services	1) Unification of customer service initiatives and programs	AB	Yes		No					TBD	■	I	⚙	Citizen's First/Open Guelph Report			Council approval \$	Planning	Implementation of approved programs/policies			TBD			
		2) Customer relationship management	TS	Yes		No	\$228K				TBD	■	I	\$	Customer relationship management needs assessment				RFP for CRM Software	Implementation of CRM solution		Projects and timelines are unknown and will vary based on the software selected		Q1/2017		
4	Electoral Review & Reform	1) Council employment status and composition review	SO			Yes			\$90K		TBD	■	I	\$	Develop project charter, terms of reference and request for proposal (April - July)	Phase 1 - Governance Review RFP		Results of RFP to Council for budget approval	Phase 1 analysis and final report (April)	Council approval (May)	Execution of approved recommendations from phase 1, 2 and 3 (Q2, 2017 - Q4, 2018)		Q2/2016			
		2) Ward boundary review	SO			Yes			\$100K		TBD	■	I	\$		Phase 2 - Ward Boundary Review RFP			Phase 2 analysis and final report (Sept.)	Council approval (Oct.)			Q4/2016			
		3) Council remuneration and support review	SO			Yes	Included in core operating costs			Yes	■	I	👤	Phase 3 - Remuneration and Support RFP		Phase 3 analysis and final report (Feb.)	Council approval (March)			Q2/2017						
		4) Election sign by-law review	DG			No	Included in core operating costs			Yes	■	I	👤	Best practice analysis and environmental scan			Community engagement		Council approval	Communications to public prior to 2018 municipal election		Implementation and enforcement	Q4/2018			

See Attach 1: Summary of Workplan Revisions



PUBLIC SERVICES
FINAL WORK PLAN

PS - Council Shared Agenda (2015-2018) High-level Work Plans (Current Status & Future Milestones)

Last Update
September 15, 2015

Status

Active

Not Started

On Hold

Complete

Not this year

Critical Factor

Cncl Approval

Budget

Staffing

External

Scope

Pjt Stage

NNot Scoped

IInitiating

PPlanning

EExecuting

CClosing

Project Closed and in Operation

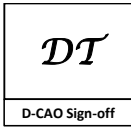
Ongoing Operational Duty (not a project)

Note for incomplete information or where confirmation is required

Revised Deliverables

CP: Corp Priority RT: Round Table OM: Outstanding Motions

		DELIVERABLES	GM Sign-off	Related Work			RESOURCES			CURRENT				2015				2016		2017		2018		Best Case Completion
				CP	RT	OM	Prior Approved	Capital 2016+	Operating	Staff assigned?	Status	Stage	Eval	Factor	Q2	Q3	Q4							
1	Trails & Connectivity	1) Trail Master Plan Update	KS			no	-	\$50K	-	Partially	Not Started	N		\$					Trail Master Plan Update					Q1/2018
		2) Grangehill (Phase 7) to Eastview Community Park & New Trail access at Speedvale Ave East				no	\$150K	-		Partially	Active	P		\$		Design	Construction					Q4/2015		
		3) Victoriaview North (Phase 1)				no	\$150K	-		Partially	Active	I		\$		Paving and installation of drainage swales							Q4/2015	
		4) Trans Canada Trail (Phase 2)				no	\$75K	\$700K		Partially	Active	I		\$	Planning		Design	Construction	(Q2)				Q2/2017	
		5) Speed River Trail West				yes		\$900K		Partially	Not Started	I		\$				Planning	Design, Environmental Impact Statement	Construction			Q2/2019	
		6) Victoriaview North (Phase 2) and Northview		no	no	no		\$275K	Operating budget needed after trail is completed	Partially	Not Started	I		\$				Planning	Design	Construction	(Q2)		Q2/2018	
		7) Northwest Drainage Channel (Phase 2)				no		\$100K		Partially	Not Started	I		\$					Planning	Design	Construction		Q2/2019	
		8) Speedvale Ave Bridge underpass				yes	\$200K			Partially	Active	P				Cncl Appr.	Design, Environmental Impact Statement		Construction			Q1/2018		
		9) Riverwalk at 5 Arthur St				no		\$120K		Partially	Active	P		\$	Design, Environmental Impact Statement			Construction				Q4/2017		
		10) Trail Signage Design				no	\$50K			Partially	Active	P			Planning		Template Design		(Q3)				Q3/2016	
		11) Repair and maintenance of existing sidewalks	RK		Yes		\$843K	\$47K	TBD	Active	I		\$	Sidewalk maintenance report	Report to Council , Budget request \$	Planning	Projects and timelines are unknown subject to budget considerations				Implementation of approved programs/policies	Project Closed and in Operation	TBD	
Dependencies	Land ownership issues (Speed River Trail West)																Land ownership issues resolved (Speed River Trail West)							
	Agency Funding																Infrastructure Funding Application (Canada 150 Infrastructure Grant (requesting 33% of funding))							
																		Options implementation						
2	Transit Improvements	1) Transit Priority Project	PM			yes		\$3M		TBD	Active	I		\$	Evaluating options	Staff Report, September	Budget request \$	Options implementation					TBD	
		2) Route Review				no			\$3.5M	TBD	Active	I		\$	Possible route and schedule changes		Budget request \$	Planning	Route changes implementation			2016		
		3) Bus Shelter Expansion				no	not approved in 2015	\$160K	-	On Hold	E		\$	Only GO bus stops will be (sheltered) because GO is paying for the capital. CofG is covering operational cost since these are also GT bus stops						N/A				
		4) Customer Satisfaction				no	Operational Budget				Active	E		\$	Service survey performed twice a year. Action Plan for improvements follows the surveys.						N/A			
		5) West End Connectivity				-	Project Not Scoped			no	Not Scoped	N			Not scoped	Project not scoped. West End connectivity will be addressed with the Transportation Master Plan Update (IDE project) and the Transit Route Revision Project						N/A		
		6) Fare Box Upgrade				no		\$2.6M		no	Active	I		\$		Budget Request \$		Purchase	Implementation			2016		
		7) Fare Review				no	Operational Budget			no	Active	I		\$	Fare review	Budget Request \$	Fare Changes	Implementation			2016			
	Dependencies	Transit Growth Strategy: FUNDING						TBD		no	Active				Writing grant for Federal and Provincial Funds									
		VIA Station Renovation and Transfer On Metrolinx					\$1.5M (\$900K in the account)			no	Active				Appraisal of the property. Negotiations.			Project Tender	Construction	Project Conclusion	Project Closed and in Operation			
		Trapeze Implementation						\$2.6M		no	Active				Software configuration, integration and training		Project conclusion	Project Closed and in Operation						
3	South End (Rec Centre)	1) South End Recreation Centre	KS					\$59.1M		no	Active	I		\$	Staff Report, June	Request for Expression of Interest (RFEOI)	Staff Report: RFEOI . Results and Recommendations Capital Budget Submission \$	Funding model options. Council Report.	Council approval to proceed with Design & Construction	Site Servicing Assessment and Design	Construction	TBD		
		Dependencies	Council Approval - Partnership Model Budget Approval ~ \$60M																					
		1) Urban Forest Management Plan (UFMP) (2012-2032)							\$11.950M (of which, 20% is for planting trees)						"Tree Team", cross-departmental dialogue and collaboration (since June 2014)	Vegetation Assessment :Ecological Land Classification characterization of City-owned natural areas	Technical manual UFMP Update, Staff Report			Green infrastructure asset valuation State of the Urban Forest report				
															Invasive Species and Pest Management Strategy (focusing on the Emerald Ash Borer Strategy, second year implementation, it is starting to demand more efforts)	Broader strategy for Invasive Species and Pest Management		High mortality of Ash trees expected (2017-2019, ~estimation)						



PUBLIC SERVICES
FINAL WORK PLAN

Last Update
September 15, 2015

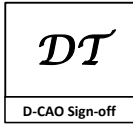


Revised Deliverables

CP: Corp Priority RT: Round Table OM: Outstanding Motions

	DELIVERABLES	GM Sign-off	Related Work			RESOURCES			CURRENT				2015			2016	2017	2018	Best Case Completion				
			CP	RT	OM	Prior Approved	Capital 2016+	Operating	Staff assigned?	Status	Stage	Eval	Factor	Q2	Q3					Q4			
4	Tree Canopy	KS	no	no	yes	\$5.5M for the first five years of the Plan, and \$6.0M for the second five years			4/5	■	E	■	\$	Urban Tree Cover (UTC) Potential Plantable Spaces Analysis			Analysis of findings	Potential follow-up actions	Urban Tree By-law	2032+			
														Planting and maintenance of municipal trees. Additional position to start summer 2015			Project scoping: Update City documents to be consistent with new tree-related policies, guidelines and legislation			Tree risk management policy and train City Arborists in risk assessment	Develop a Greening Strategy building on the Potential Plantable Spaces Analysis		
														Inventory of municipal street and park trees (started in 2014)			Project conclusion (without major storms or disturbances)						
5	Culture Strategy	CC	no	no	yes			\$135K	yes	■	I	■	\$	Tourism Strategy Development. (Q2-Q4)			Tourism Strategy Execution					TBD	
	Dependencies	External agency funding from RT04														Budget Request \$	Public Art Policy Review (Q4/15-Q2/16)	Staff Report (Q3 2016)	Culture Strategy. Needs Assessment and Community Engagement (Q1, Review of 2009 Master Plan)	Culture Strategy. Scope and Strategic Goals (Contracted Services) (Update 2009 Master Plan)			
6	Support for Seniors	KS	no	no	yes		\$50K	\$60K	no	■	I	■	\$ ☺	COALT, Community Older Adult Leadership Team. Since Q1, 2015.			Council Report -recommendations from OAS	Active COALT working groups: Community Support and Health Services, Housing, Social Participation, and Communication			Master Plan for OAS -deliverables outlined in strategy	TBD	
7	1) Fee for Service and Drop-In Recreation Programming	KS	no	no	no	Fee For Service			yes	■	E	■	\$	Specific programming is available starting in Spring/Summer			Planning new programs for spring 2016	Budget request to support increases in programming \$	New programs	Programs in Operation			2018+
	yes				City commitment of \$50K per annum to trigger \$1.1M provincial grant	\$150K	yes	○	I	■	⚡	Awaiting Healthy Kids Community Challenge (HKCC) Provincial funding. Post challenge coordinator contract (Q3) Hire contract coordinator (Q4.)			Initiate Data Collection phase (Q4).					Initiate HKCC Programming Phases (2016 -18.) HKCC Evaluation Phase (2018)			
	no				*Costs associated with the development of Youth Strategy programming fit within Youth Services PM job description	\$309K (operating)	yes	■	P	■	☺	Existing program evaluation and new program development with interdepartmental contacts.			Initiate new programs for High School students			Project/Program in Operation					
	yes						Yes	■	I	■	⚙				Develop formalized CoFG Volunteer Program for High School students.			Initiate CoFG High School student Volunteer Program.			Project/Program in Operation		
	yes						yes	○	N	■	⚙				Develop Safe Spaces for youth program and programming.			Initiate Safe Spaces program throughout City of Guelph.			Project/Program in Operation		
	6) Expansion of Wyndham House STEPS Program throughout city. *2013-18 Youth Strategy				yes	Grant Funded	yes	⚠	E	■								Wyndham House, City of Guelph staff and community stakeholder planning around STEPS program expansion.			Initiate STEPS Program expansion in priority/underserved neighbourhoods.		
	7) Guelph Youth Council				no		\$15K	yes	■	E	■	☺	Youth Council (started in 2006 . In 2015, it will tentatively be split into two units. Theme one: social, political thematic interests. Theme two: recreational programs and events .										
	8) Community Skatepark Related Programming				no	Fee for Service			☺	○	I	■		Development of Community Skatepark programming.			Initiate Community Skatepark programming Q3 2016			Project/Programming in Operation			
Dependencies	Skatepark															Construction Finished			Construction Finished				
	Victoria Road Renovations															MOHLTC funding release Sept 15/2015							
	HKCC Funding Release																						

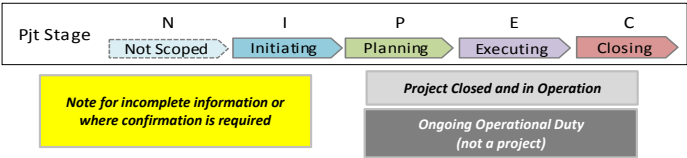
See Attach 1: Summary of Workplan Revisions



INFRASTRUCTURE, DEVELOPMENT & ENTERPRISE SERVICES - FINAL WORK PLAN

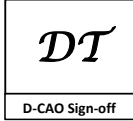
IDE - Council Shared Agenda (2015-2018) High-level Work Plans (Current Status & Future Milestones)

Status: Active, Not Started, On Hold, Complete, Not this year. Critical Factor: Cncl Approval, \$ Budget, Staffing, External, Scope.



Updated: Sep 15-2015

Revised Points		CP: Corp Priority RT: Round Table OM: Outstanding Motions																								
		DELIVERABLES	GM Sign-off	Related Work			RESOURCES			CURRENT				2015				2016	2017	2018	Best Case Completion					
				CP	RT	OM	Prior approved	Cap 2016+	Operating	Staff assigned?	Status	Stage	Eval	Factor	Q2	Q3	Q4									
1	Downtown Parking	1) Parking Master Plan (incl financial strategy, revenue opp.)	PC			YES	0	\$800K	\$165K	YES	■	I		⌘	1) Develop Funding Strategies, timeline and comm eng plan (Mar - Nov)							Q4/2015				
		2) Wilson St. Parkade Project (350 capacity)	PC	YES	NO		0	\$13.37M	\$70K	PARTIAL	◆	I		\$	2) Refresh 2009 Design Bld specs, eng assessment, permits (May-Dec)		2) Comm Eng (Sep)	2) \$ (Q4)	2) Design review (Q1)	Tender & Design Build (Q2) Select Contractor (Q3)	Site Constructions (Q3/2016 ~ Q3 /2017)	Online (Q3/17)	Q3/2017			
		3) Neeve St. Parkade Project (250 capacity)	PC			YES	0	\$10M	\$70K	PARTIAL	⊠	I		⚙	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.				3) \$	Tender & Design Build (Q1) Select Contractor	Site Constructions (Q3/2018-2020)	2020				
	Dependencies	DT Secondary Plan (cannot be enabled without DT parking master plan)																								
Economic Development (bottleneck to new DT business)				NO																						
Urban Design Streetscape Manual (incl on-street parking)			YES																							
Transportation Management Strategy (enhanced by DT parking)																										
2	Transportation & Traffic	1) Speed limits & school zones (implemented in 2014)	KD	NO		YES	0	\$43.1K	0	YES	✓	C			Project Closed and in Operation	Follow-up review scheduled for Q3 2015 and Q2 2016.										
		2) Traffic flow - Regional Traffic Study	KD	YES		NO	0	\$100K	0	YES	■	P		⚙	Identify/prioritize projects to improve interregional transportation (until Q3-2016)				Establish strategy to facilitate provincial/municipal transportation infrastructure decisions							
		3) Traffic flow - West End traffic flow	KD	NO		NO	0	0	0	NO	⊠	I		☺	Addressed through Transportation Master Plan scheduled to be updated in 2016-2017				Initiate Transportation Master Plan							
		4) Feasibility study - Elmira Road connection to Wellington Rd 124	KD	NO		NO	0	0	0	NO	⊠	I		☺	NEW - not in current work plan - addressed through Transportation Master Plan scheduled to be updated in 2016-2017											
		5) Traffic Light synchronization	KD	NO		NO	\$325K	\$425K	0	YES	✓	C			Ongoing Operational Duty (not a project)											
		6) Traffic Calming	KD	NO		NO	\$85K	\$600K (2017+)	0	YES	■	C			This is an ongoing process where minimal funding is available to do traffic management studies and assessments and decide whether warrants are met. Once assessments are completed, funding is requested through budget cycle to implement changes. Typical cycle time is 2 years per site assessment, public consultation and implementation).											
		7) New sidewalk construction - existing locations	KD	NO		NO	0	TBD	TBD	YES	■	P			Complete sidewalk needs assessment plan (Q4 2015)		Present reco to IDE/council (Q1 2016)									
		8) Active Transportation Network Design Guidelines and Feasibility Study (ATN)	KD	NO		yes	\$150K	0	0	YES	■	I		⌘	ATN Study: to recommend a core network of existing and approved proposed off-road trail network		Staff Report (Q1)					Q1/16				
		9) Implement Cycling Master Plan	KD	NO		yes	0	Projects appear in capital road budget and (RD0118)		YES	■	E		\$	CMP execution		Update Report (Q1)					TBD				
		10) Transportation Master Plan Update	KD	NO		yes	0	\$200K	0	YES	⊠	N		⚙					★ Transportation Master Plan Update (Q1 2017)				TBD			
3	Clair-Maltby secondary Plan (aka South End Secondary Plan)	1) Clair-Maltby secondary plan and amendment to Official Plan	TS	NO	NO		\$776.2K	TBD	0	YES	■	I		☺	IDE & council approvals	Develop Terms of Reference (Q3-2015 to end of Q1-2016) (establish project scope, timing and costs)				Report to Council	Complete Secondary Plan and amend Official Plan					
	Dependencies	OMB matters around operating plan							YES	■			⌘					Issue RFP		Timing to complete secondary plan is TBD - project plan will be developed as part of the Terms of Reference						
4	Affordable Housing	1) Affordable Housing Strategy	TS	YES	NO	NO	\$45K	0	0	YES	✓	C			Present State of Housing Report to IDE/Council			Draft Strategy	Finalize Strategy	Implement Housing Strategy						
		2) Affordable Housing Reserve Analysis	TS			YES		0	0		■			☺				Reserve Fund Analysis & Reco (Policy)		Report to Council	Note: Housing Reserve is a tool for implementing Housing Strategy					
5	East End	1) York Rd Environmental Assessment Addendum	KD	NO		NO	\$200K	0	0	YES	○	P		⌘	Develop Terms of Reference for EA Update		Complete EA Update					Secure \$ through budget to implement EA update				
		2) GID secondary plan Implementation	PC	YES	NO	YES	\$50K (Ope)	0	0	YES	◆	I		⌘	GID Plan is complete, but undergoing appeal	Complete business case to secure budget & resources		2) \$			Execute GID Secondary Plan					
														Note : City does not own land (owned by province)												



INFRASTRUCTURE, DEVELOPMENT & ENTERPRISE SERVICES - FINAL WORK PLAN

Updated: Sep 15-2015

Status Critical Factor

Active Not Started On Hold Complete Not this year

Cnd Approval Budget Staffing External Scope

Pjt Stage N I P E C

Not Scoped Initiating Planning Executing Closing

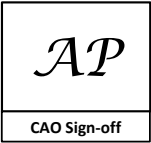
Note for incomplete information or where confirmation is required

Project Closed and in Operation

Ongoing Operational Duty (not a project)

Revised Points		CP: Corp Priority RT: Round Table OM: Outstanding Motions																						
		DELIVERABLES	GM Sign-off	Related Work			RESOURCES				CURRENT				2015		today	2016		2017		2018		Best Case Completion
				CP	RT	OM	Prior approved	Cap 2016+	Operating	Staff assigned?	Status	Stage	Eval	Factor	Q2	Q3	Q4							
6	Brownfield Redevelopment (IMICO)	1) Dispose Property	PC			YES	\$68K	0	0	YES	■	p		\$	Extend market offering to end of Dec 2015		Report to Council with tender results and options / recommendations (Q1/16)		TBD based on Council direction on options					
		2) Pilot for future Corporate Asset Management strategy	PC	NO	NO	YES	0	0	0	YES	🔴	N		⚙️			Review process and learnings to develop a Corp Asset Management strategy document (dependent on DevCo Strategy)							
	Dependencies	GMHI - DevCo Strategy Dev't	PC	YES																				
7	Urban Design Guidelines (Residential)	1) Urban Design Action Plan Update	TS	NO	NO	YES	0	\$220K	0	YES	■	p		👤	Scope/workplan for Urban Design Action Plan update	Update Action Plan		Present to Council Q1 2016	Operationalize manual					
	Dependencies	OMB matters around operating plan													Hire Temporary Staff	Development of Urban Design Manual								
8	Downtown Improvements & Library	1) Downtown Business Plan	PC				0		\$100K	PARTIAL	■	I		\$	Business Plan Scoping (Q4/15)			Tender (Q1)	Draft Business Plan (Q2/3)	Reviews & Approval & \$ (Q3/4)	Execution of Projects			
		a) Baker Street Development	PC	YES	NO	YES	0	\$42.5M	0	PARTIAL	■	I		⚙️	Attending to Pre-Development Matters (real estate issues, infrastructure requirements, negotiations, partnership , logistics, etc.)						TBD			
		b) St. George's Square	PC			0	0		PARTIAL	🔴	I			⚙️	Scoping of Interim Improvements & Programming (Q4/15)	\$ (Q4)	Plan (Q1)	Execute Interim Improvements & Programming		TBD - dependent on Downtown Business Plan scope and Council direction		TBD		
		c) New Library	PC			0	0		PARTIAL	◆	I			👤	Draft Scope for Council consideration (Q4)		Report to Council (Q3/16)	\$ (Q4)			TBD			
	Dependencies	Downtown Parking																						
9	Business Retention & Expansion (BR+E)	1) Proactive business retention program	PC	NO	NO	NO	\$68K (ope)	0	\$50K	YES	■	E		\$	Ongoing Operational Duty (Conduct surveys and analyze results to understand and prioritize Guelph business needs. Surveys done every 18-24 months- next survey is scheduled for Fall 2015.		Complete Survey		Complete Survey				ongoing	
	Dependencies	Integrated Operational Review		YES	YES	NO																		
10	Business Performance Framework	1) Integrate Operational Review (IOR) a) Process Mapping b) Customer Services / Web strategy c) IOR Tech Implementation Plan	TS	YES	YES	NO	\$178K (operating)	0		YES	■	E			a) Process Mapping of "as-is" Development Approval Processes (2014 ~ Q2/15)	a) KPI Framework (July)	a) KPI Framework testing & tracking (Q3/15 - July/16)		a) Continued Monitoring	Project Closed and in Operation				
	Dependencies	ICI Protocol													b) RFP & vendor selection to revamp website (Q2)	b) Customer Services RFP (Q4)	b) Revamping of website / post manuals	b) Implement (2016)	Potential extension of IOR activity based on deliverables timing & launches					
12	Balanced Development		TS	NO	NO		0	0	0		■				Ongoing Operational Duty - Parklands & trail development is addressed through OP. Greenbelt expansion is not part of this ongoing operational task. A report is provided to the IDE Committee every year in		Report		Report		Report		Ongoing	
															Through the City's approved Official Plan and approved Local Growth Management Strategy, the city's policy framework is set to ensure that future development in the City provides a balanced range and mix of housing types and densities to meet the needs of the City's residents. As such, the overall supply of housing stock is expected to be more balanced by 2031 with approximately 50% of the housing stock being low density housing (single and semi-detached) and approximately 50% of the housing stock being multi-residential forms (townhouses and apartments).									

See Attach 1: Summary of Workplan Revisions



GOVERNANCE
FINAL WORK PLAN

updated: Sep 15-2015

GOV - Council Shared Agenda (2015-2018) High-level Work Plans (Current Status & Future Milestones)

Status

■ Active

○ Not Started

◆ On Hold

✓ Complete

⊠ Not this year

Critical Factor

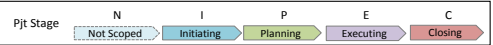
⚙ Cnd Approval

\$ Budget

👤 Staffing

⚙ External

⚙ Scope



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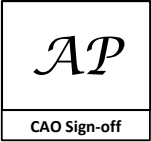
Project Closed and in Operation

Ongoing Operational Duty (not a project)

Revised Deliverables

CP: Corp Priority RT: Round Table OM: Outstanding Motions

			DELIVERABLES	GM Sign-off	Related Work			RESOURCES				CURRENT				2015				today	2016				2017		2018		Best Case Completion
CP	RT	OM			Prior approved	Cap2016+	Operating	Staff assigned?	Status	Stage	Eval	Factor	Q2		Q3		Q4												
1	Effective Team Leadership	1) Council Leadership Charter	DG	NO	NO	NO	\$15K (ope)	0	0	YES	<div></div>	P	<div></div>	\$			Workshop Scoping	Book Workshop	2-day Workshop (Oct)	Review Outcome & Draft Charter	Draft Review & Revision (Jan-Mar)	Sign-off (June)	Embedded into System & Culture	Project Closed and in Operation	Q2/16				
		2) Principles of Administration	AP	NO	NO	NO	0 (spent)	0	0	YES	<div></div>	C	<div></div>		Draft written (2014)	Draft Reviews & Revisions & Finalization		Embedded into CoG Leadership Charter					Q3/15						
	Dependencies	City of Guelph Leadership Charter (will be used as a base for Council charter)		YES	NO	NO	0	0	0	YES	<div></div>	C	<div></div>	⚙	Charter developed and signed-off (2014)	Embedded into Hiring Practice		Embedded into Systems & Culture				Embedded into Systems & Culture			2016 ongoing				
2	Enhance Local Government	1) Solution-based Round Tables	BS			NO	0	0	\$100K	TBD	<div></div>	E	<div></div>	⚙	Staff engagement (May)	Selection of Initial Tables (June)	Launches of selected tables		Initial Tables Closed & Lessons Learned		Launches of selected tables		Solution Implementation	2020					
		2) Open Government Plan - MyGuelph	BS	YES	YES	NO	\$250K (operating)	0	\$850K	YES	<div></div>	P	<div></div>	⚙	Community Leadership Tables landed (2014)	Hiring Prog Mgr (Q2/3)	Priorities Planning (Q3/4)	Executing Priorities (Q4/15 - Q4/16)		Selection of Next Tables			2018						
	Dependencies	Citizens First / Customer Services		YES	YES	NO	0	TBD	TBD	NO	<div></div>	I	<div></div>	⚙	See CS WP - under Quality Customer Services														
		Technology Strategy		YES	YES	NO	various	TBC	TBC	YES	<div></div>	E	<div></div>	\$	Multi-year Strategy, Programs and Projects ongoing														
	GMHI	1) GMHI Board Shareholder Control	AP	NO	NO	NO	0	0	0	NO	<div></div>	E	<div></div>	⚙	Amended Shareholder agreement (Q2)	Undertaking Transition Goals (Q3/15 - Q1/16)							Q3/16						
3	Dependencies	DevCo Strategic Framework				0	0	0	NO	<div></div>	P	<div></div>	⚙	See IDE WP - under GMHI															
		District Energy Financial Strategy		YES	NO	NO	0	0	0	NO	<div></div>	P	<div></div>					⚙											
		Asset Strategy				0	0	0	NO	<div></div>	P	<div></div>	⚙																
4	Dolime Quarry	1) Mediation	BS				-	-	0	YES	<div></div>	E	<div></div>	⚙	Mediation														
		2) Intergovernmental Strategy	BS	NO	NO		-	-	0	YES	<div></div>	P	<div></div>	👤	Report to Council	Implementation Planning	Strategy Implementation												



GOVERNANCE
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updated: Sep 15-2015

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🗳 Cncl Approval

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5	Business Performance Framework (Continuous Improvement)	1) Business Optimization of Operations & Service Delivery - system formalization	AP	YES	NO	YES	0	TBD	0	YES	<div></div>	I	<div></div>				Support Round Tables for Process Optimization (process mapping, performance measurement, data analysis, etc.)						
		2) Program & Project Management	AP	YES	YES	NO	0	TBD	0	TBD	<div></div>	P	<div></div>	<div></div>				Due Diligence on Major Projects					
6	Value for Money Audits	TBD (dependent on 2016 budget outcome)	AP	Service Rationalization moved to CS Workplan (see under Taxation & Budget - deliverable #7)																			

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